



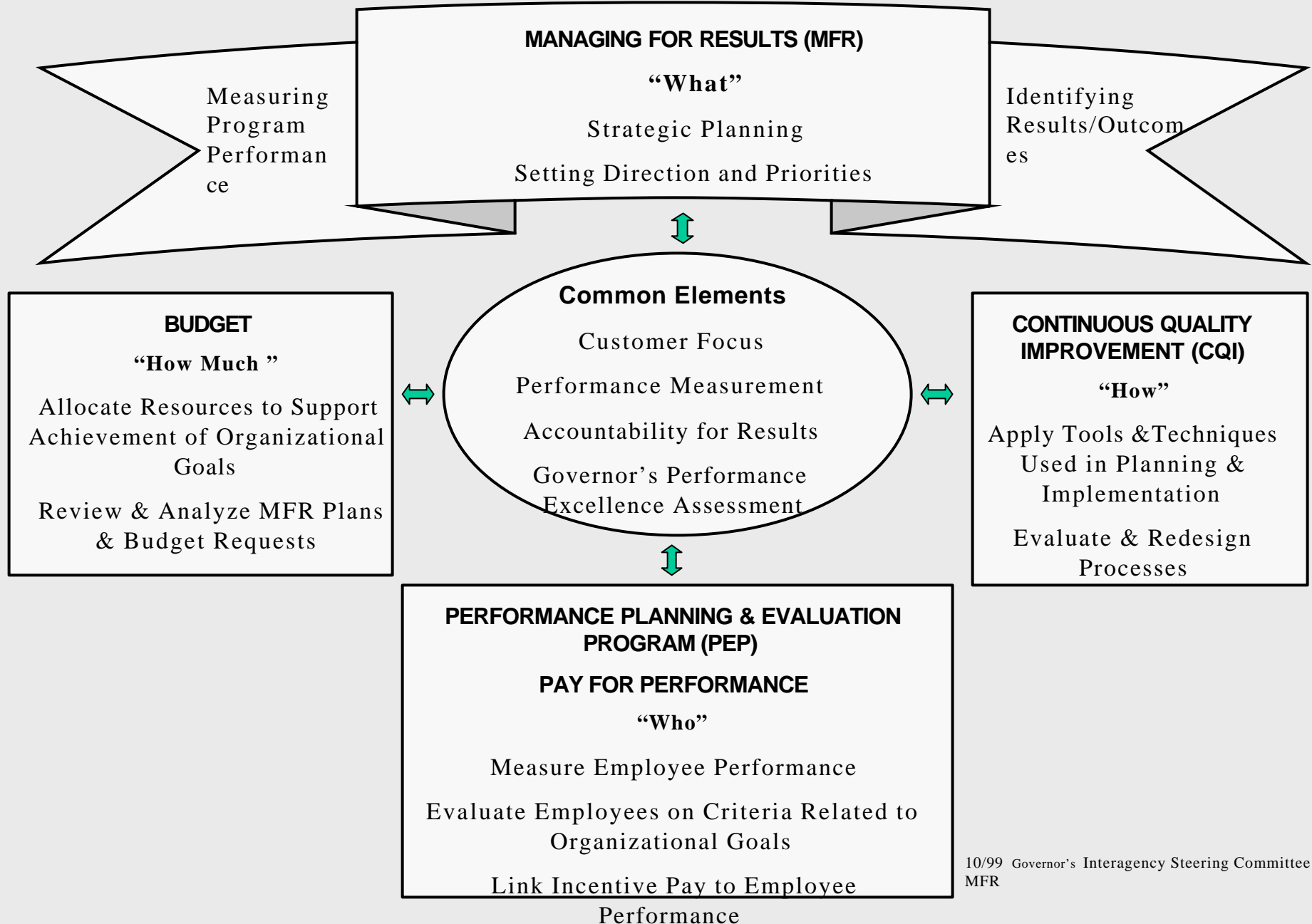
# ***Managing for Results***



## ***Performance Model for Moving Maryland Forward***

***“Eighth Annual All States Quality Forum  
Berkeley, California - October 2000”***

# Maryland's Management Model



**MFR** - *Answers* the “WHAT” question & provides us with the plan & direction for results oriented improvements.

**BUDGET** - *Answers* the “WHERE from” & “HOW much” questions -

**CQI** - *Answers* the “HOW” question

**PEP/TSHRS** - *Answers* the “WHO” question

# ***Managing For Results***

Exhibit 1  
Recommended Managing for Results Process

*Where Are We Now?*

**Internal/External Assessment**



**Mission and Guiding Principles**



*Where Do We Want to Be?*

**Vision**



**Goals and Objectives**



*How Do We Get There?*

**Strategies and Action Plans**



*How Do We Measure  
Our Progress?*

**Performance Measures**



**Monitoring, Tracking & Reporting**

# ***Managing For Results Definitions***

- **Internal/External Assessment:** An analysis and evaluation of internal conditions and external factors that affect the organization's efforts to achieve its mission.
- **Mission:** A short, comprehensive statement of the reason for an organization's existence. It succinctly identifies what an organization does (or should do), and for whom it does it.
- **Vision:** A brief and compelling description of the preferred, ideal future.

# ***Managing For Results Definitions***

- **Core Values:** (Value Statements) Core values and philosophies that describe how the organization conducts itself in carrying out its mission
- **Goals:** The general ends toward which an organization directs its efforts. Goals clarify the mission, provide direction, but do not state how to get there.
- **Objectives:** Specific and measurable targets toward accomplishment of a goal.

# ***Managing For Results Definitions***

- **Strategy:** A specific course of action that will be undertaken to accomplish goals and objectives. A strategy reflects budgetary and other resources.
- **Action Plan:** A detailed description of how a strategy will be implemented.
- **Performance Measures:** The system of customer-focused, quantified indicators, that let an organization know if it is meeting its goals and objectives.

# ***Performance Measures***

- Measures must be practical tools and be valid
- Asks the questions
  - What are the key outputs we produce?
  - Who are our customers?
  - What do we do?
    - INPUT measures should align with output measures.
    - OUTPUT measures (what is produced)
    - EFFICIENCY measures quantify how well resources are used.
    - OUTCOME measures assess the results of a program compared to its intended purposes. (Outcome measures are not the same as output measures, although the two are often confused.)
    - QUALITY measures assess whether the expectations of the customers were met.

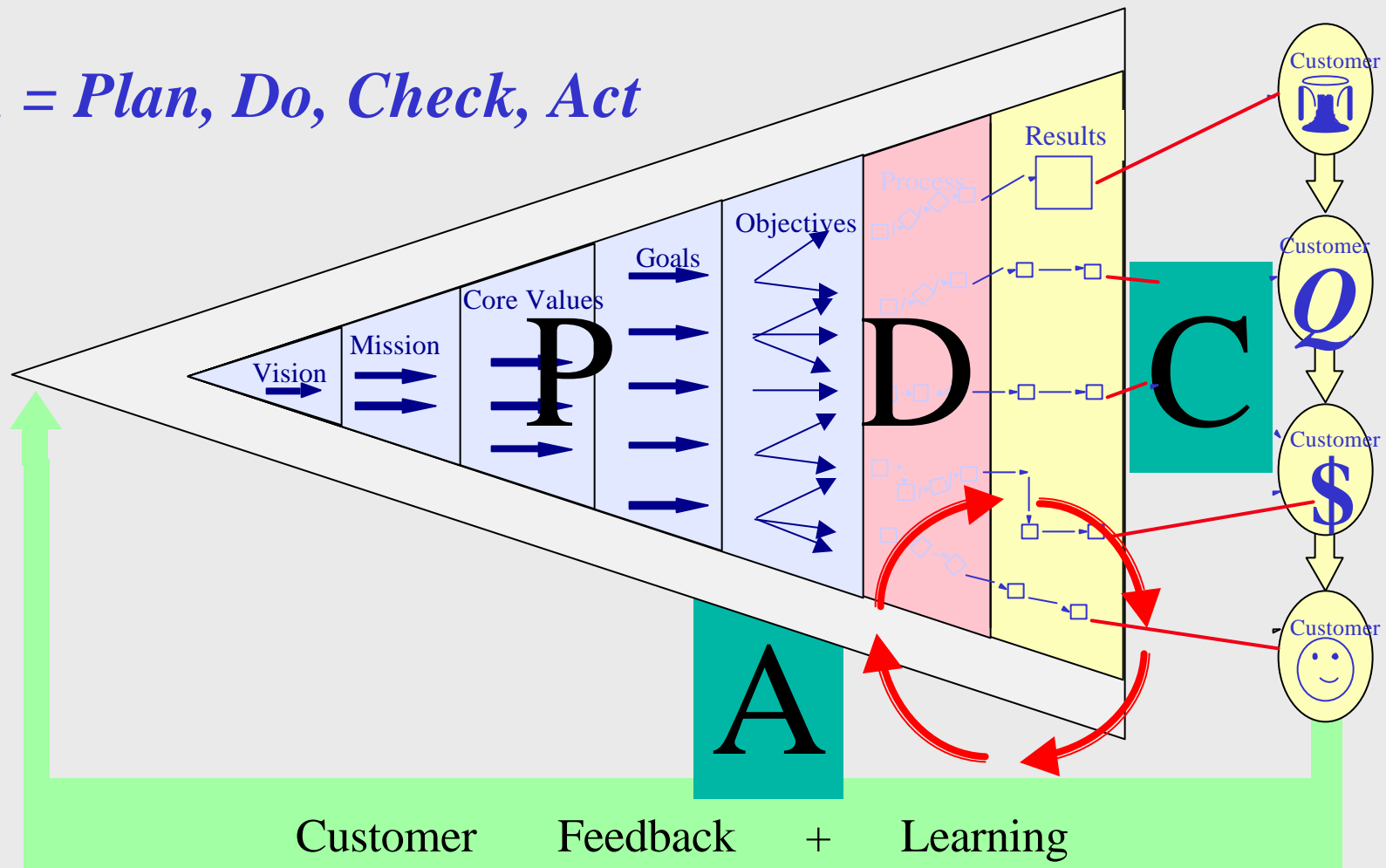


# ***Types of Performance Measures***

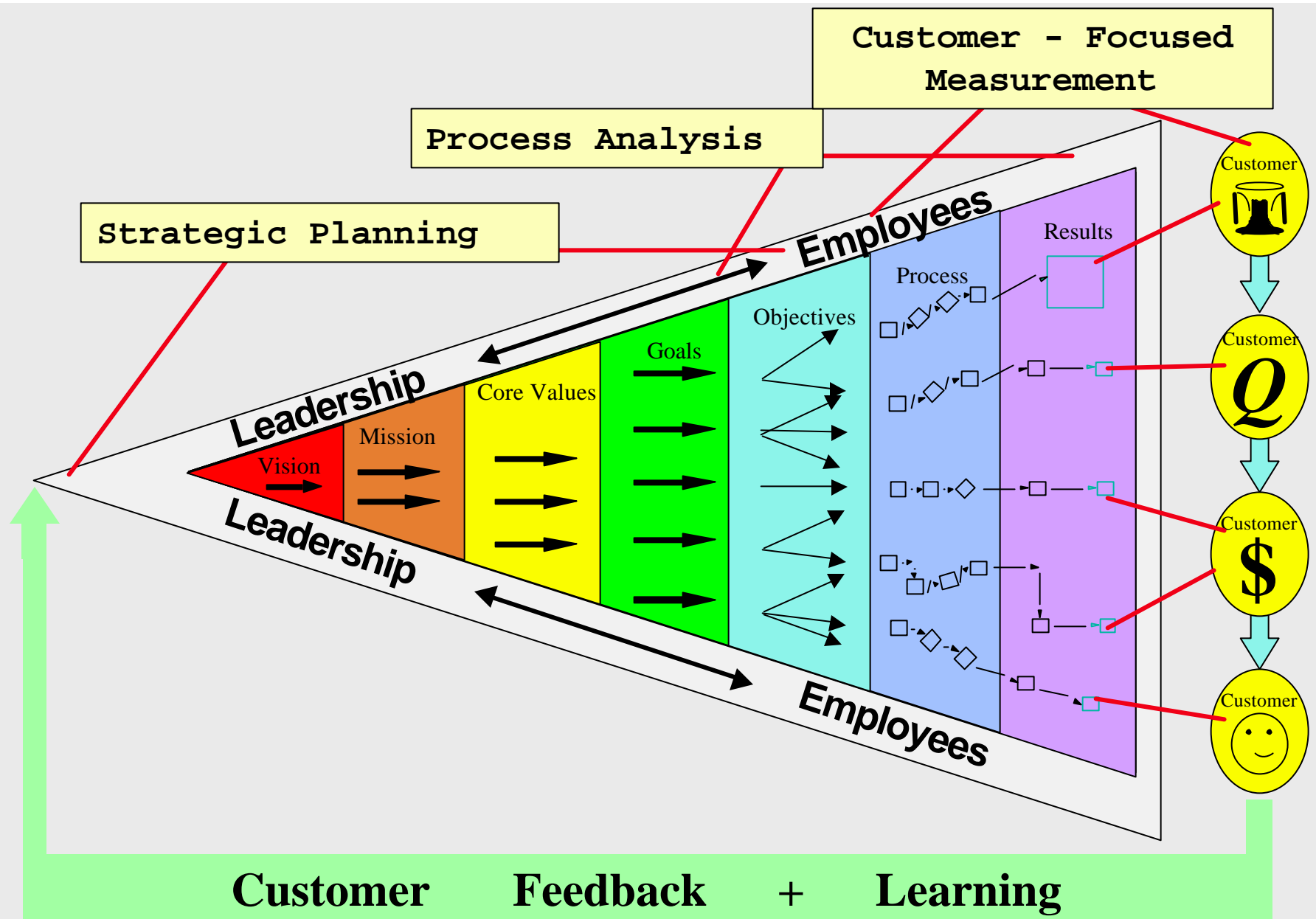
- **OUTCOME measures can exist in different formats: immediate; intermediate; and long-term.**
  - **Immediate outcomes**: Are more directly connected to activities of program/agency (can sometimes look like output measures)
  - **Intermediate outcomes**: Link the program's outcomes to the longer term outcomes that are desired for participants
  - **Long-Term outcomes**: Tend to be less directly coupled to agency efforts. However, these extended outcomes represent the ultimate outcomes of the program

# *The Performance Model and PDCA*

*PDCA = Plan, Do, Check, Act*

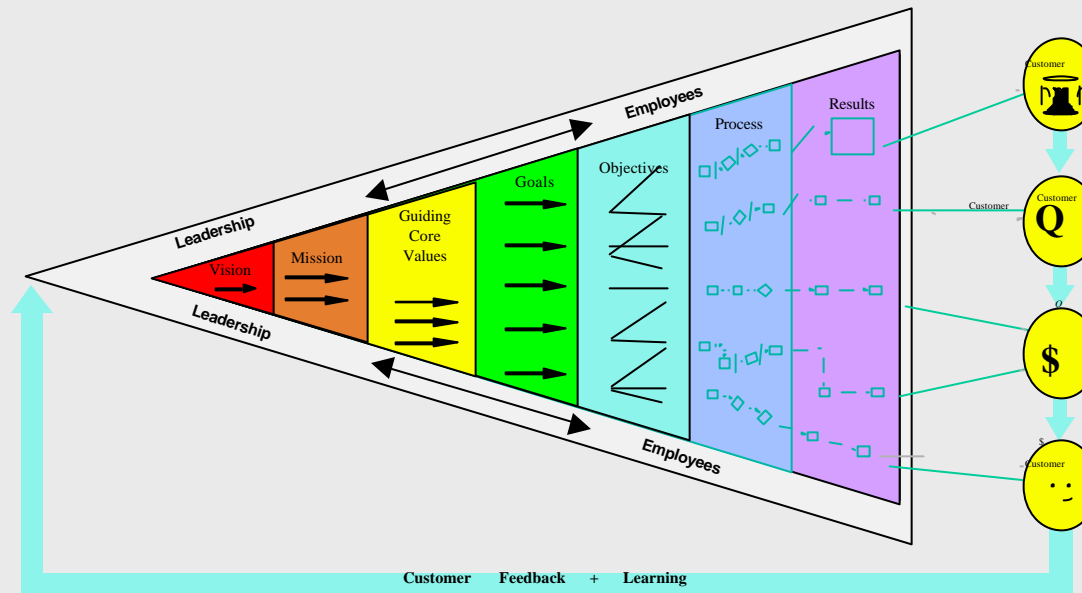


Repeat the cycle based on the knowledge gained from the previous one.



*How are the steps related?*

# The power of this model resides in three attributes:



- It is a single cohesive model, with the whole greater than the sum of its parts
- Directed towards the CUSTOMER
- Greater emphasis on organizational learning



*Maryland Motor Vehicle Administration*

*Maryland's MVA - Committed To Safety, Service & You!*

# ***MVA Model for Moving Forward***

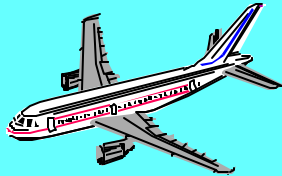


***MDOT AGENCIES***

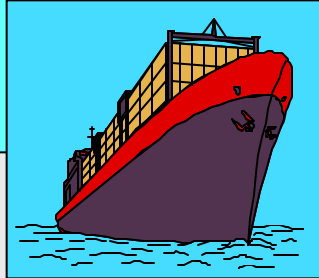
**SHA**



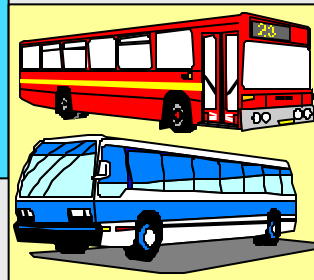
**MAA**



**MPA**



**MTA**



***MVA***



**MdTA**



# ***MVA***

## **VISION STATEMENT**

**The Maryland MVA will serve as a national model for safety and service.**

## **MISSION STATEMENT**

**As employees and agents of the MVA we are committed to providing excellent customer service, promoting a safe driving environment, and protecting consumer interests.**

## **OUR STATEMENT OF VALUES**

***Diversity/Respect***

***Teamwork/Recognition***

***Integrity/Fairness***

***Open Communication/Efficiency***

***Knowledge***

***Accountability/Honor***

***Safety***

***Service***

# ***MVA***

## **Objectives are:**

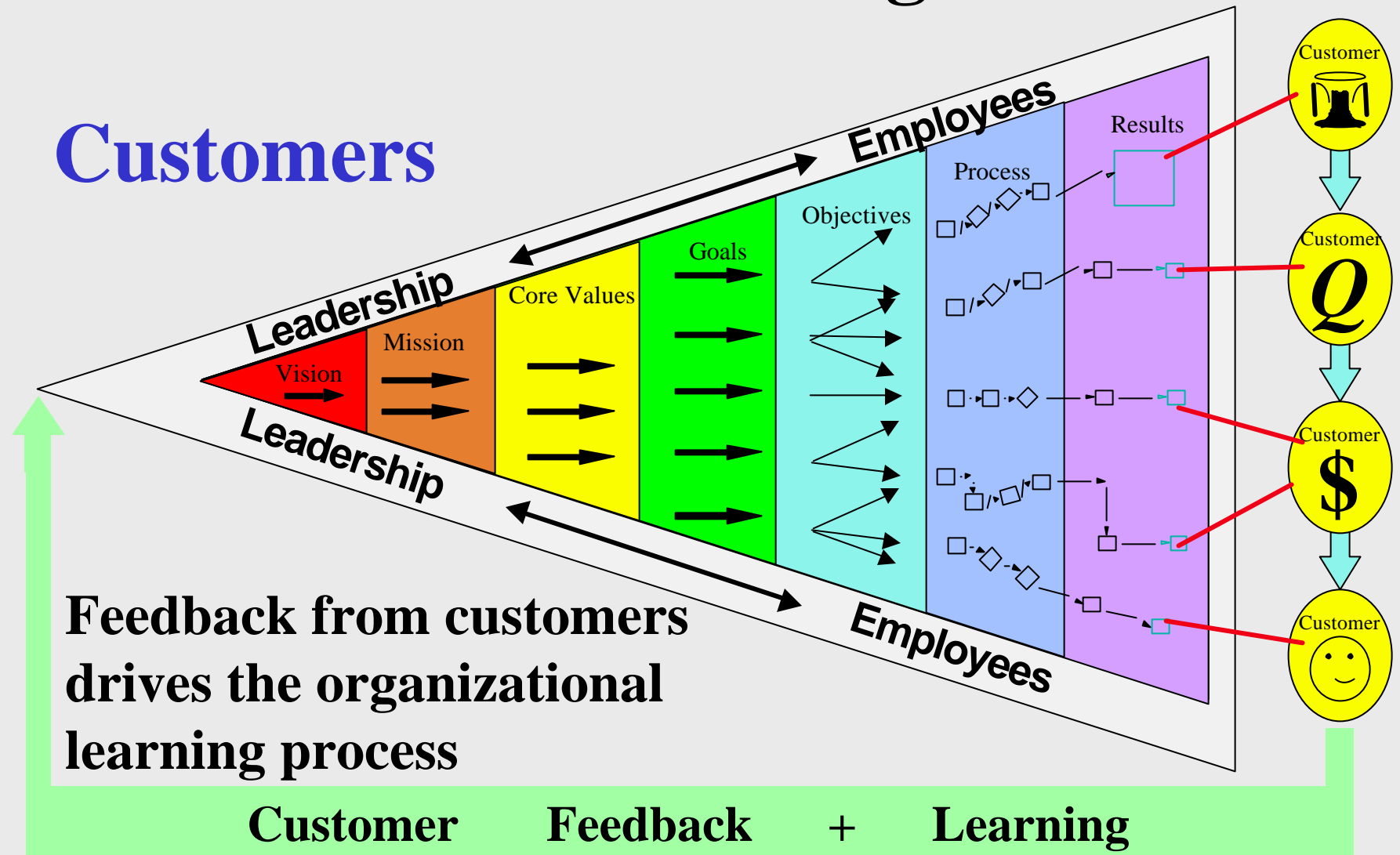
- **Specific**
- **Measurable**
- **Attainable**
- **Results oriented**
- **Time Bound**

***“Every budget initiative should be in the Business Plan; but everything in the Business Plan is not a budget initiative...”***



# MVA Model for Moving Forward

Customers



# *The Four Primary Features of Customer Satisfaction*



## **Timeliness**

- Decrease turn around time for customers to get in and out of MVA branch offices. Other service delivery options - Telephone, Internet, SST, IVR s, etc..



## **Accuracy**

- Input information correctly the first time to reduce the # of edits needed later on. Do it right the first time.



## **Cost**

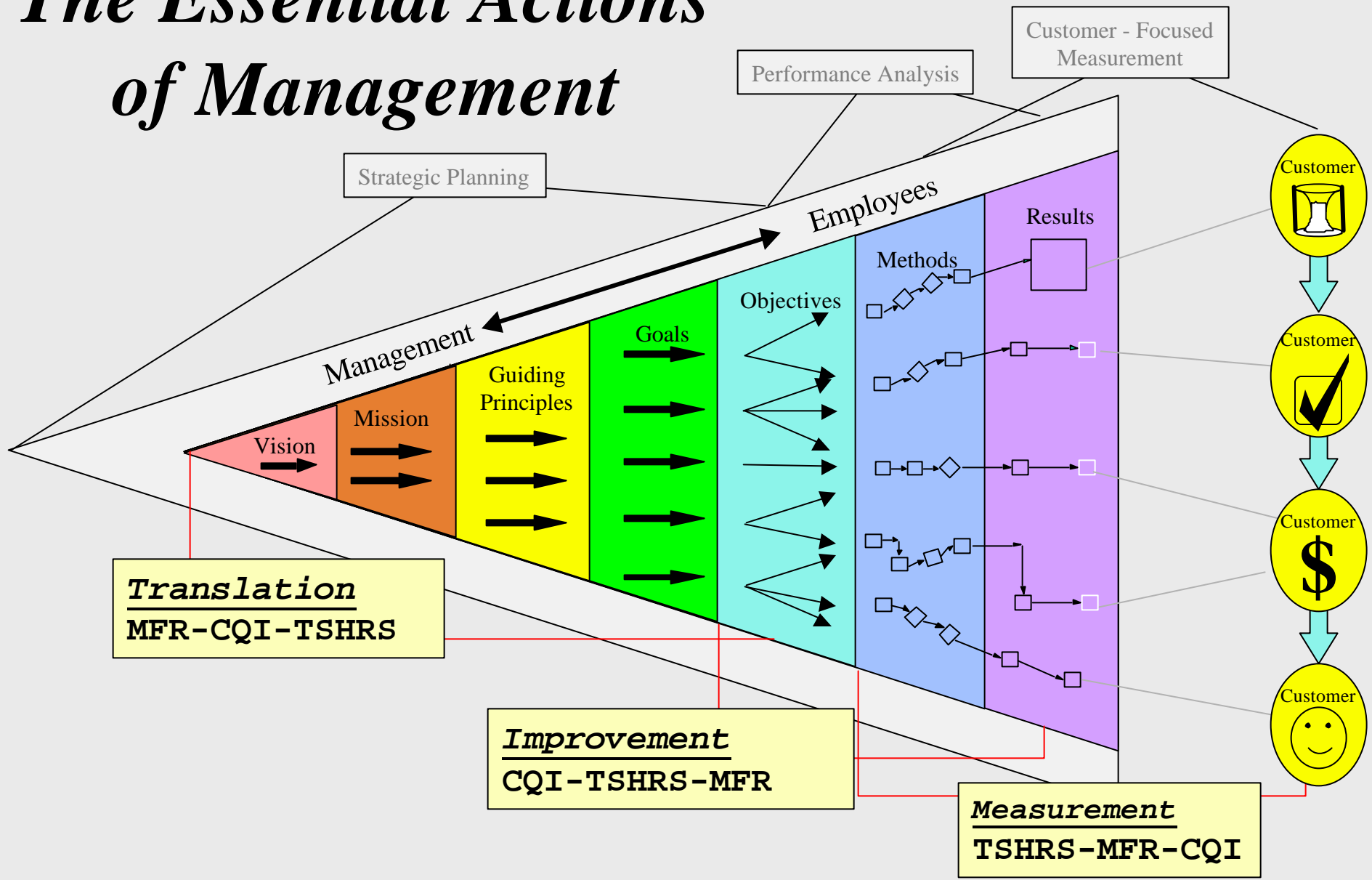
- Create an atmosphere to make the requirements of paying fees as smooth and transparent as possible.



## **Friendly Service**

- Respond to external and internal customers' requests in a timely, friendly and courteous manner.

# *The Essential Actions of Management*

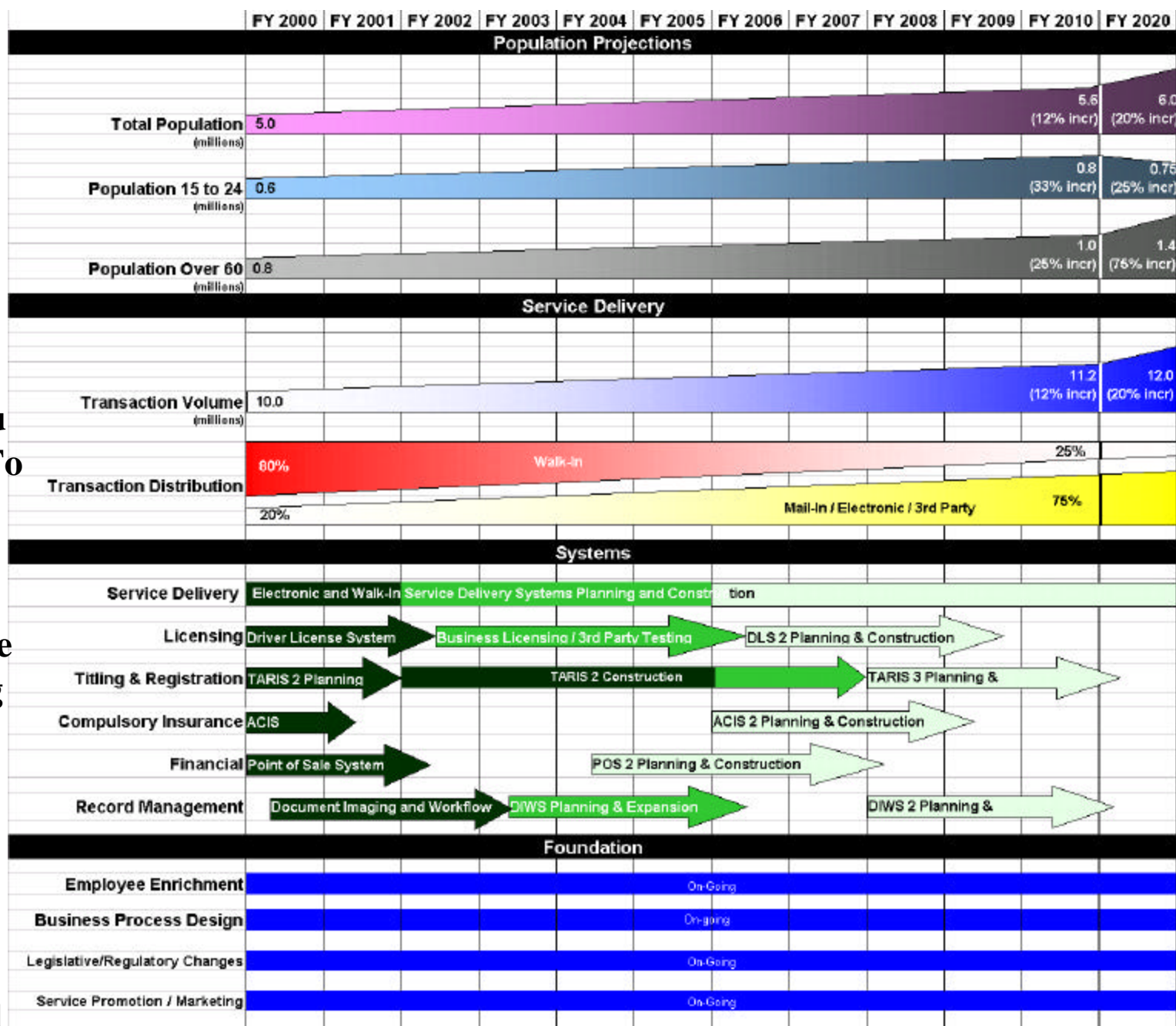


## MVA's Customers

# MVA's Goal: The Trip You Don't Have To Make

## eMVA's Role In Achieving The Goal

# The Foundation Required To Fully Succeed



# *MVA's Service Delivery Network:*



Mail



Internet

Telephone  
Interactive  
Voice Response (IVR)



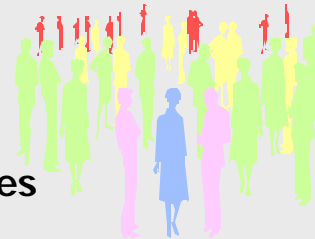
Kiosks (11)



Electronic  
Registration  
& Titling  
(over 400)



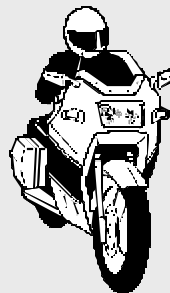
MVA  
Offices  
(25)



Customer  
Call Center



Mobile Service Center



Motorcycle Safety  
Training Centers (15)



Vehicle Emission  
Inspection Stations (19)

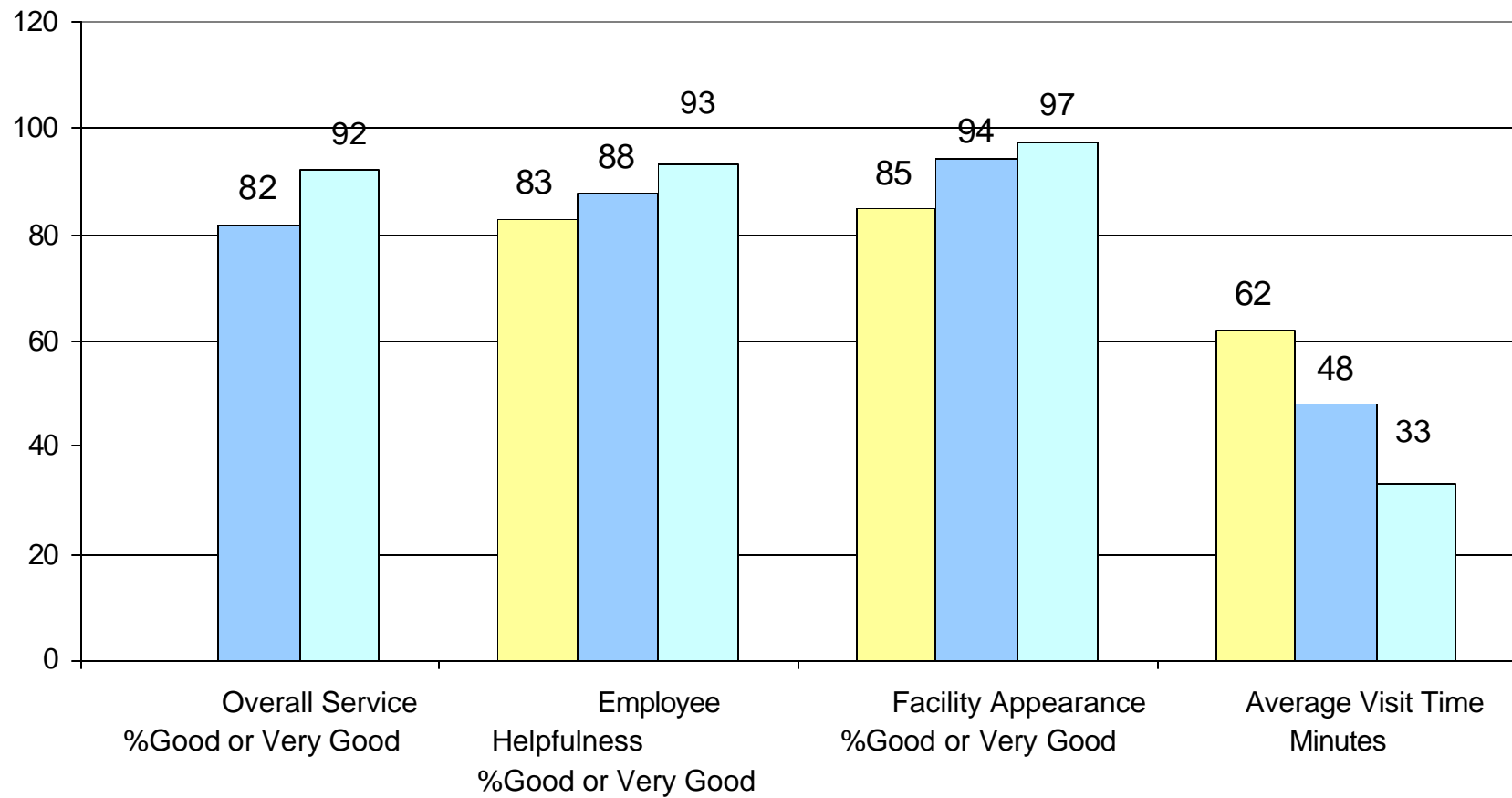


County  
Treasurer  
Offices (12)

# ***Performance Measures***

- **Outcome Measure Questions**
  - Can the program influence outcome in some manner? (Yes/No)
  - Would measurement help identify program successes and help pinpoint issues? (Yes/No)
  - Will stakeholders accept this as a valid program outcome? (Yes/No)
- **Sample Outcome Measures**
  - **Goal:** Reduce the # of walk-in customers
  - **Objective:** Expand the concept of “The Trip You Don’t Have To Make”
  - **Initial:** Awareness of service delivery options
  - **Intermediate:** Increase in use of options
  - **Long-term:** Reduction in walk-in customers

## Branch Office Customer Service



FY98 FY99 FY00

## ***MVA/MFR - Explaining to Employees***

**As you do your job - in whatever capacity...**

**What you do - should support what your  
branch/division/section does?**

**Which in turn should support what:**

*Planning & Finance*

*Information Resources*

*Administrative Services*

*Driver & Vehicle Policies & Programs*

*Operations*

**is responsible for...**

**Which means the Agency can meet its goals!!!**



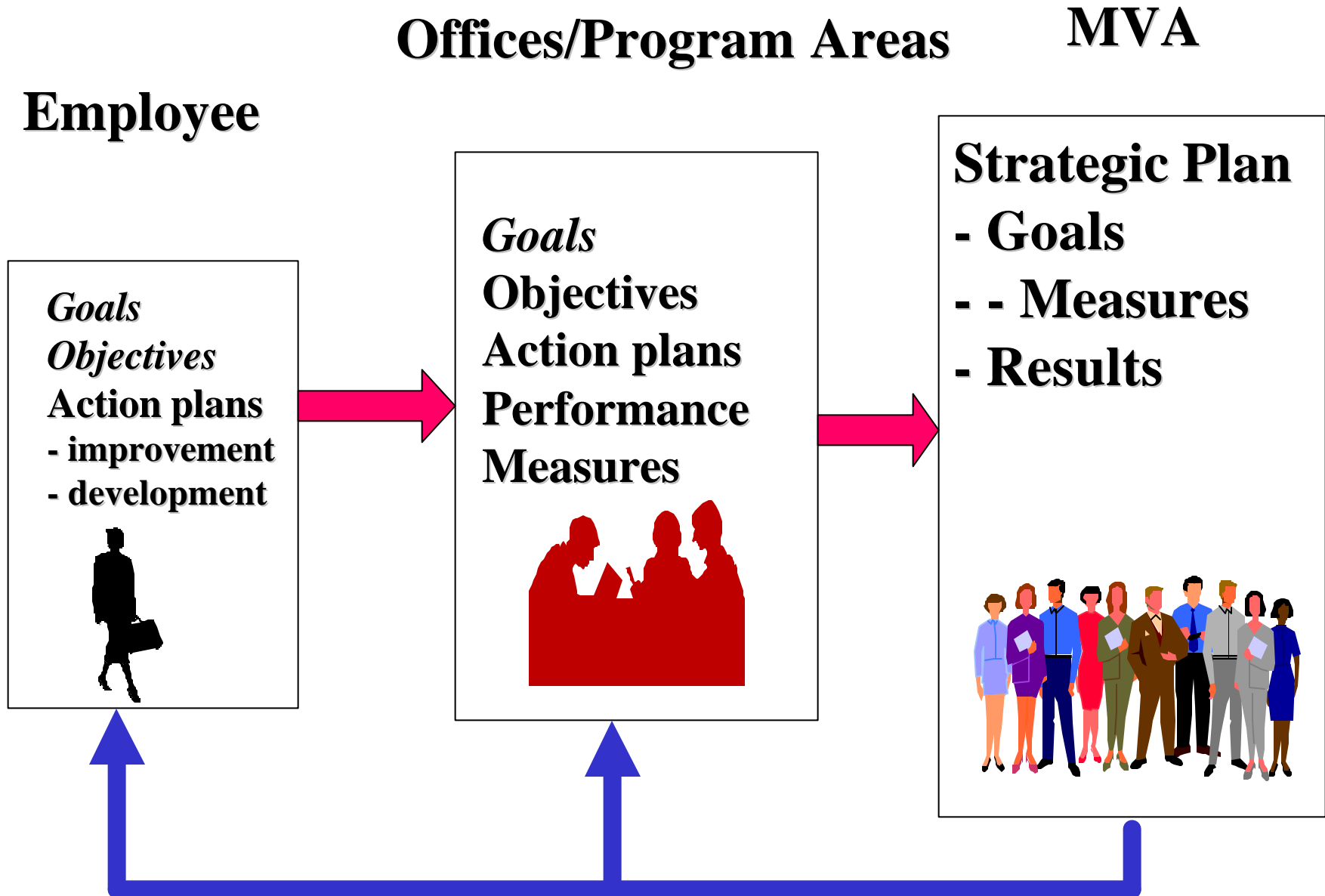
**And since you are the one who knows your job best...**

**As changes are made to systems - we need to make sure you have input into improving processes and receive training...**

**Which in turn will lead to better customer service... (which we'll know by measuring the results - through surveys, etc.)**

**And opportunities for adjustments and continued improvements.**

# *Bringing It All Together*



## ***Lessons Learned.....***

- **Need to have Executive Management endorsement and involvement.**
- **Ongoing education of employees.**
- **Continuous review of the linkages.**
- **Use of CQI tools and techniques**
- **Grow with the process - learn and improve from year to year**
- **Challenge of not letting the process/application become routine**
- **Benefits of MFR.....**

# ***MARYLAND MANAGEMENT MODEL***

Another View.....

